



County of San Diego

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TO: Behavioral Health Advisory Board (BHAB)

FROM: Alfredo Aguirre, LCSW, Director
Behavioral Health Services

BEHAVIORAL HEALTH SERVICES (BHS) DIRECTOR'S REPORT – DECEMBER 2017

1. ACTION ITEM(S): None

2. BHS YEAR IN REVIEW

For this final Director's Report of 2017, I am pleased to share highlights of major accomplishments from each team within Behavioral Health Services.

2.1 Adult and Older Adult (AOA) System of Care

2.1.1 Mental Health Service Act (MHSA) Housing Program

This year saw the completion of two new construction MHSA-funded supportive housing developments: Atmosphere, located in Downtown San Diego, and Mission Cove, located in Oceanside. Both developments were partially funded through MHSA Housing Program funds, and contain units dedicated to formerly homeless MHSA-eligible BHS clients who have been diagnosed with a Serious Mental Illness. The 205-unit Atmosphere project, which opened in May, houses 31 adult clients who are connected to treatment services through a BHS-contracted Full Service Partnership-Assertive Community Treatment (FSP/ACT) provider. Mission Cove, a 90-unit development that will celebrate its grand opening on December 13, will house nine Transition Age Youth (TAY) who are connected to treatment services through BHS-contracted FSP/ACT and Strengths-Based Case Management (SBCM) providers. The opening of Mission Cove will bring the total number of completed MHSA-funded permanent supportive housing units to 241.

In addition to these completed developments, renovation work is currently under way at New Palace, an 80-unit development in Bankers Hill that will ultimately house 16 MHSA-eligible older adults who are receiving BHS-contracted SBCM services. Five of those clients are scheduled to move into the development before the end of 2017. New Palace is the first development to be funded by \$10 million in one-time MHSA Special Needs Housing Program funds, which were approved by the Board of Supervisors in September 2016 to leverage the development of permanent supportive housing units in the county.

2.1.2 MHSA Innovation Extension & Expansion

In October, the BHS Adult and Older Adult (AOA) System of Care went before the California Mental Health Services Oversight and Accountability Commission to request funding for expansion and extension for two of the existing Innovations Projects: Urban Beats (INN Plan 2016) and Cognitive Rehabilitation and Exposure/Sorting Therapy (CREST) Mobile Hoarding Units (INN Plan 2017).

Urban Beats provides outreach to at-risk Transitional Aged Youth (TAY) through artistic expression and engages TAY in positive community experiences. TAY participate in a 20-week academy exploring artistic expression and upon completion of the academy, deliver community performances that provide anti-stigma messaging, connection with a wider TAY audience, and community education about mental health issues. Urban Beats was awarded an additional \$2.2 million to expand to the North Central region, create an academy track for the East African TAY community, include therapeutic and transportation services, and extend operations for an additional two years until June 30, 2020.

CREST is mobile program utilizing evidenced-based practices to provide services to older adults (60 years and older) with serious hoarding behaviors with signs of serious mental illness. This program seeks to reduce hoarding behaviors and improve health, safety, quality of life, housing stability for clients. The program includes the ongoing involvement of clients and family members in outreach, implementation and evaluation. CREST was awarded an additional \$2.9 million to expand the program to all six regions of San Diego County and to include bilingual Spanish/English speaking therapists and extend the program for an additional two years until June 30, 2020.

2.1.3 Union of Pan Asian Communities Noble Works – Neighborhood Enterprise Center

Union of Pan Asian Communities (UPAC) created Noble Works through MHSA Innovations funding in FY15-16. Noble Works is designed to increase employment of persons with serious mental illness and provide several approaches to support individuals obtain employment.

Noble Works is in the process of creating a Neighborhood Enterprise Center, which will provide a number of employment training opportunities linked with community resources in one location. On August 9, 2017, an open house was held to introduce the first of these, Kitchen Creations. Kitchen Creations provides a commercial kitchen for culinary training and facility rental for food preparation and catering. Other Neighborhood Enterprise Center programs will include a Neighborhood Café (a social meeting place), Product Design and Print (print shop and production of customized merchandise), a Technology Center (training for careers in IT), and The Community Gathering Place (a rental space for community activities). All project profits will provide funds that support on-going program sustainability. Look for the Neighborhood Enterprise Center to be completed in the Spring of 2018 located at 5296 University Ave., Suites A/B, San Diego, CA 92015.

2.2 Children, Youth and Families (CYF) System of Care

2.2.1 Continuum of Care Reform (CCR)

In 2017, CYF continued its work toward implementing CCR regulations through numerous activities, including but not limited to:

- Active participation in multiple State collaborative meetings and provided written input on draft State documents to inform final policy.

- Joining Child Welfare Services (CWS) Foster Family Agency and Group Home contractor's collaborative to educate and train providers on upcoming mental health requirements to prepare potential service providers.
- Working with CWS and Probation to review program statements of group homes and Foster Family Agency providers to ensure compliance with State requirements and move toward establishment of Short Term Residential Treatment Programs.
- Disseminating CCR information to stakeholders and updated group home behavioral health contracts in regards to programming and reimbursement.
- Preparing for a successful roll out of AB 1299 that addresses out-of-county foster youth receiving services under presumptive transfer of mental health responsibility effective July 1, 2017.
- Making progress toward a CWS, Probation, and BHS joint contract to provide child and family team meeting facilitation.

2.2.2 New CYF Programs (FY 2017-18)

The *Our Safe Place* program for Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ) individuals provides diagnostic and treatment services such as individual family and group psychotherapy, psychiatric services, and case management for children and youth up to the age of 21 and their families who are low income or uninsured, full scope Medi-Cal beneficiaries. The program has four drop-in centers located throughout San Diego County. These centers offer supportive services to youth identifying as LGBTQ.

The *I CARE* program was developed to provide a safe and healing environment to Commercially and Sexually Exploited Children (CSEC). The program provides diagnostic and treatment services such as individual/family/group psychotherapy, psychiatric services, and case management for children up to the age of 21 and their families who are low income or uninsured, full scope Medi-Cal beneficiaries. The program has a drop-in center co-located with the outpatient clinic that offers supportive services to any youth who is at risk for, or is a victim of, commercial sexual exploitation and would benefit from the services.

2.2.3 New MHSA Innovations Projects

The Medication Clinic Innovation Plan was approved by the Mental Health Services Oversight and Accountability Commission (MHSOAC) on May 25, 2017. The plan proposes countywide psychotropic medication clinics that would offer children continued medication and Tele-Psychiatric support after completing their primary outpatient treatment. This program will also benefit those children with severe developmental needs. Program implementation is expected in Fiscal Year 2018-19 and the program will be known as the *Center for Child and Youth Psychiatry*.

The Telemental Health MHSA Innovation project was approved by the MHSOAC on October 26, 2017. The project proposes to facilitate connections to outpatient services and reduce potential recidivism for unconnected clients experiencing psychiatric crisis and/or hospitalization by increasing access to effective follow-up therapeutic services through the use of technology. This project will serve youth and adults who are unconnected to outpatient services, who have experienced a psychiatric emergency, and are at risk of recidivism. Program implementation is expected in Fiscal Year 2019-20.

2.2.3 Emergency Screening Unit (ESU) Expansion

The ESU expansion is the result of leveraging Investment in Mental Health Wellness Act grant funding to renovate an existing County facility in Hillcrest to serve as the new expanded ESU. In 2017, architects were secured and planned the necessary renovations to build a 12 bed, state of the art crisis stabilization unit that will support and stabilize children and youth who are experiencing a psychiatric crisis. The new ESU is due to open in early 2018.

2.2.4 National Association of Counties (NACo) Award Winning Programs

The CSEC program under the Breaking Cycles Graduated Sanctions program was awarded a NACo Achievement Award in 2017 and selected as one of the "100 Brilliant Ideas at Work" winners. The Behavioral Health Running Program at Camp Barrett was also awarded a NACo Achievement Award. Both programs serve probation-involved youth.

2.3 Clinical Director's Office (CDO)

2.3.1 County Drug Medi-Cal Organized Delivery System

The Drug Medi-Cal Organized Delivery System (DMC-ODS) is a pilot program to test a new paradigm for the organized delivery of health care services for Medi-Cal eligible individuals with a Substance Use Disorder (SUD). The goal is to demonstrate how organized SUD care increases successful outcomes for DMC beneficiaries while decreasing other system health care costs.

On March 3, 2016, BHAB voted to establish a Behavioral Health Advisory Board Drug Medi-Cal Workgroup. On May 4, 2017, BHAB voted to support the County's submission of the DMC-ODS Implementation Plan (IP) to State Department of Health Care Services (DHCS). The County's IP was submitted to DHCS on May 26, 2017, and was approved on October 5, 2017.

Under the DMC-ODS pilot program, BHS is required to provide a continuum of services for DMC beneficiaries modeled after the American Society of Addiction Medicine criteria. Required services include Withdrawal Management, Residential Treatment, Intensive Outpatient Treatment, Outpatient Treatment, Opioid Treatment (formerly known as Narcotic Treatment), Recovery Services, Case Management, and Physician Consultation. Although optional in the pilot program, BHS also plans to provide additional Medication Assisted Treatment and Recovery Residences to better serve our SUD population. Within the next few months, BHS plans to return to the Board of Supervisors to request authority to enter into an agreement with DHCS in order to begin services by July 2018.

2.3.2 Whole Person Wellness (WPW)

Point of service "on-ramps" into WPW from behavioral health settings such as the clinics and hospitals are being established. Originally, clients for this project were to be selected from a "top down" approach which identified perspective participants found in various high-utilizer and homeless databases, with an emphasis on Medi-Cal beneficiaries. Many behavioral health clients have similar whole person needs, but are marginalized and not registered for Medi-Cal or found in traditional databases. The point of service "on ramp" is the only opportunity for many behavioral health clients to access whole person services and

coordinated care. The San Diego County Psychiatric Hospital (SDCPH) has been leading this grassroots effort over the past year, and BHS expects to extend this to other sites.

2.3.4 Workforce, Education, and Training

To further support the psychiatric nurses staffed at the SDCPH, a training program focused on psychological disorders was implemented in July 2017 and will be offered through June 2018. The goal of this program is to train up to 100 nursing staff by providing four separate training cohorts. The training cohorts are held over seven weeks and address up to two topics per class, including diagnostic criteria, facts, formal treatment modalities, nursing staff intervention and practice vignettes. The first training of the series was held on July 10, 2017 and the program has been well received by the nursing staff.

2.3.5 Long Term Care (LTC) Expansion

The Clinical Director's Office has begun to implement a Three-Year LTC Expansion Plan with a focus on the development and expansion of LTC resources for our Behavioral Health System of Care. Consistent with *Live Well San Diego*, this expansion helps BHS build a better service delivery system. By providing an expanded array of LTC and other residential treatment modalities, BHS can increase implementation of clinical best practices, ensure that people are treated at the least restrictive level of care, and lower costs to the system by providing the best value to the County.

Implementation of the Three-Year LTC Expansion Plan to date includes:

- Adding 64 Institution for Mental Disease (IMD) beds to the Crestwood San Diego Mental Health Rehabilitation Center, resulting in total of 106 beds at this site and;
- Adding 7 beds added to Changing Options, a Transitional Residential program offering step-down placement from and an alternative to IMD and State Hospital beds, resulting in a total of 14 beds.

2.4 Edgemoor DP Skilled Nursing Facility

2.4.1 American Healthcare Association Award

Edgemoor earned the American Health Care Association's Gold Quality Service Excellence Award. It is one of only 34 facilities to have earned this national award since the award began 22 years ago. It was also listed for the fifth consecutive year in *US News & World Report's* Best Nursing Homes. These results coupled with eight straight quarters of a perfect CMS 5-star rating score demonstrate Edgemoor's ongoing commitment to quality services. Edgemoor's continuous improvement results align with the *Live Well San Diego* vision of a region that is Healthy, Living Safely and Thriving.

2.5 Prevention and Planning Unit

2.5.1 Check Your Mood Day

Check Your Mood Day is an annual event that took place October 5, 2017. The goal of the campaign is to engage and encourage San Diegans to monitor and assess their emotional well-being. Over 700 Check Your Mood assessments were completed at 65 sites in

partnership with local businesses and community organizations. Additionally, eight community partners supported the event by donating behavioral health materials to sites and promoting Check Your Mood Day to residents via social media.

Resources and screening tools were revamped this year in an effort to simplify the assessment process and reinforce the key goals of the campaign. A new webpage on www.LiveWellSD.org was launched to promote the event. The Check Your Mood webpage included links to behavioral health resources and service providers in San Diego County, as well as educational handouts on various mental health topics.

2.5.2 California Opioid Policy Summit

The Prescription Drug Abuse Task Force hosted *Getting to Zero Overdose Deaths Together*, a California Opioid Policy Summit. The event was held on November 8– 9 at the Catamaran Hotel on Mission Bay, and was attended by numerous state, local and federal stakeholders, including Dr. Karen L. Smith, MD. Director and State Public Health Officer, CA Department of Public Health, and Alana W. Robinson, the acting United States Attorney for the Southern District of CA. The Opioid Policy Summit was attended by more than 300 people from around the state and country, who participated in focused workshops on a variety of topics. The summit concluded with regional discussions to identify priority recommendations for consideration by the State.

2.5.3 School Summit

The Behavioral Health Services CYF Unit and Prevention and Planning Unit, working closely with the *Live Well San Diego* Team and the County Office of Education, jointly sponsored a School Summit held September 15th at Marina Village. The purpose of this year's summit was to inform school personnel and parents about available behavioral health resources and to distribute the 2017 *Live Well San Diego* Tools For Schools Resource Directory. Attended by over 300 school personnel and parents, the summit included a variety of breakout workshops and a resource fair. The annual summit is designed to help connect educators across the region with best practices to ensure San Diego students are healthy, safe and thriving.

2.5.4 Community Events

Each year, BHS employees take part in many outreach and community activities to bring information to those in the community who might not otherwise know where to go for help. In 2017, BHS participated in over 35 events, in addition to the Point in Time Count, Love Your Heart blood pressure screening, and several fundraising/awareness walks. The Prevention and Planning Unit also played a role in organizing events such as Recovery Happens, NAMI Walk and Wellness Expo, Behavioral Health Recognition Dinner (BHRD), Community Engagement Forums and the Community Alliance for Healthy Minds (CAHM) forum.

2.5.5 Live Well San Diego Partners and Advance

Live Well San Diego new partners: in 2017, BHS welcomed Coaching Through Chaos and Kalusugan + Kalakasan Center for Health and Wellness as *Live Well San Diego* partners, bringing the total number of BHS partners to twelve.

Live Well San Diego Advance: Over 1,000 people attended the 2nd annual Live Well San Diego Advance on November 8, 2017. The event's theme was "Living Well Across the Ages", and offered networking and learning opportunities.

2.6 San Diego County Psychiatric Hospital (SDCPH)

2.6.1 Live Well San Diego Nursing Initiative

In January 2017, SDCPH Nursing Department proceeded to implement a new staffing model, moving from an 8-hour shift model to a 12-hour shift model. This positively impacted patients, employees, and the hospital operations by increasing safety, morale and cost savings. Staff fatigue was decreased, resulting in a better work/life balance. This was a bold change by County administration and SDCPH leadership, and required communication and active staff input. The new structure has shown a cascade of positive results in 2017 that are being measured, monitored and reported to County leadership.

2.6.2 Facility Improvements

Improving the facility and working environment has been a priority for the SDCPH management team in 2017, who have been cross-threading and collaborating with other HHSA Divisions as well as other County departments to address needed changes. The focus of the environmental changes is to increase patient safety and reduce the trauma associated with entering a locked psychiatric facility. Gradual changes have been made with Trauma Informed principles as well as regulatory requirements in mind. Improved ergonomics in workspaces promote staff health and productivity. The environmental improvements include a more attractive and normative living environment that supports patient dignity and minimizes risky behavior. SDCPH strives to foster a balanced work/living environment for patients and staff alike.

2.6.3 Lean Six Sigma at SDCPH

In 2017, County leadership supported a Lean Six Sigma Black Belt project for SDCPH. The project focused on the reduction of aggressive and violent acts committed by patients at the SDCPH. The desired outcomes included: reducing the rate of aggressive or violent acts (achieved a 59% reduction); reducing the rate of the use of mechanical restraint (achieved a 54% reduction) and reducing the rate of staff and patient injury (achieved a 56% reduction in injuries). Additional improved outcomes included reduced one-to-one care, reduced length of stay for this subgroup of patients and improved staff morale.

The success of the project is attributed to the contributions and dedicated hard work of many staff who participated in the process. The project has resulted in improved quality and safety of patient care. The efficiencies gained have reduced process errors and are expected to have a significant fiscal impact.

2.7 Quality Improvement

2.7.1 Electronic Health Records

The Quality Improvement (QI) Unit, together with mental health providers, spent several months thoroughly testing a new version of progress note functionality in Cerner Community Behavioral Health (CCBH) system, an Electronic Health Record used by the mental health system of care. Training and tip sheets were developed to support the roll out and a video tutorial was created to ensure providers had step by step instructions available on demand. The promotion was implemented in October 2017, and the new

functionality improved the clinical screens and added efficiencies for managing progress notes used in client care.

2.7.2 County Drug Medi-Cal Organized Delivery System

In May 2017, the QI Unit submitted Behavioral Health Services' Implementation Plan to the Department of Health Care Services (DHCS) to participate in the 1115 Waiver Pilot Project, also referred to as the Drug Medi-Cal Organized Delivery System (DMC-ODS). The DMC-ODS is an opportunity to expand services for those with Substance Use Disorders (SUDs), and create a continuum of care that will in large part be funded by Drug Medi-Cal.

In October 2017, the County of San Diego received approval from DHCS to move forward with implementing the DMC-ODS, becoming one of 40 counties to expand services for SUD. Central to this expansion is adherence to the American Society of Medicine (ASAM) criteria for multidimensional assessment of persons with SUD diagnoses, to determine the correct level of care necessary to meet each person's individualized needs. With full continuum of care options available, the objective is to match clients' individualized needs and goals to the "right treatment, in the right place, for the right length of time," and through regular ongoing assessment, to facilitate transitions to higher or lower levels of care as a client's needs change. In this way, higher quality, evidenced-based practices are utilized to assist clients in recovery to achieve successful outcomes.

The County has been working with all current SUD providers to prepare for service expansion, implementation of ASAM criteria, and systems building to address anticipated capacity growth through regular SUD partner meetings, trainings and ongoing communications. The planned date for implementation is July 1, 2018.

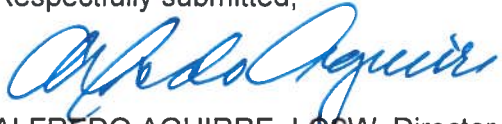
2.7.3 Substance Use Disorder Database

In summer and fall of 2017, the QI Unit updated the Substance Use Disorder (SUD) database, SanWITS, to support the entry of multiple non-billable service encounters provided by SUD programs. These changes will allow for the collection of data on all SUD program services for continuous improvement activities as the County works toward further expansion of services through the DMC-ODS implementation. The QI Unit conducted system testing while developing training materials and tip sheets for providers to support the roll out of the new data collection requirement. In preparation, QI also held 23 training sessions during the month of September through the first week of October, with 184 SUD provider staff trained.

2.7.4 Cultural Competence Plan

Every year, BHS develops a Cultural Competence Plan that highlights programs and services that are specifically designed to serve culturally and linguistically diverse populations and communities. This year, BHS also developed a three-year Strategic Cultural Competence Plan. The QI Unit collaborated with the Cultural Competence Resource Team over a seven-month period to review each one of eight criteria and to develop short and long-term strategies and plans for the County's culturally and linguistically appropriate services. The Annual and the Three-Year Strategic Cultural Competence Plan was submitted to the State on June 30, 2017.

Respectfully submitted,



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